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# Diffusing Organizational Change through Service Design and Iterative Assessment

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*Downloaded from Deep Blue, University of Michigan's institutional repository*

# Diffusing Organizational Change through Service Design and Iterative Assessment

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University of Michigan

Library Assessment Conference, December 2018



<http://bit.ly/sdtfassess18>



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# Hello!



**Emily Puckett Rodgers**  
Head of Library  
Environments

**Operations**



**Meghan Sitar**  
Director of Connected  
Scholarship

**Learning & Teaching**



**Rachel Vacek**  
Head of Design  
& Discovery

**Library IT**



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# Introduction & Purpose

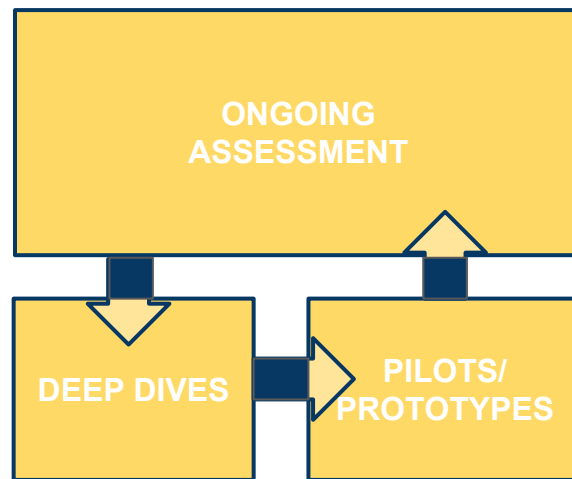
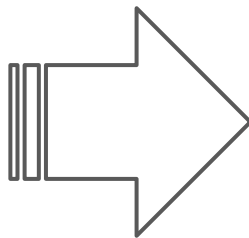
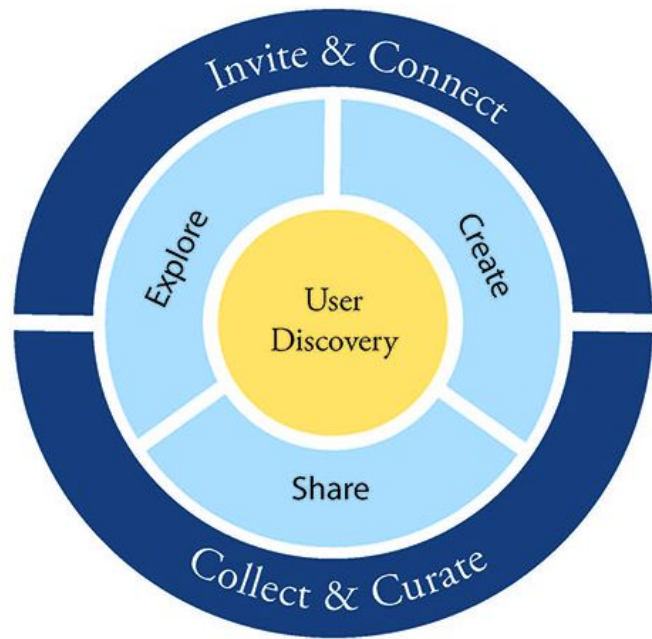


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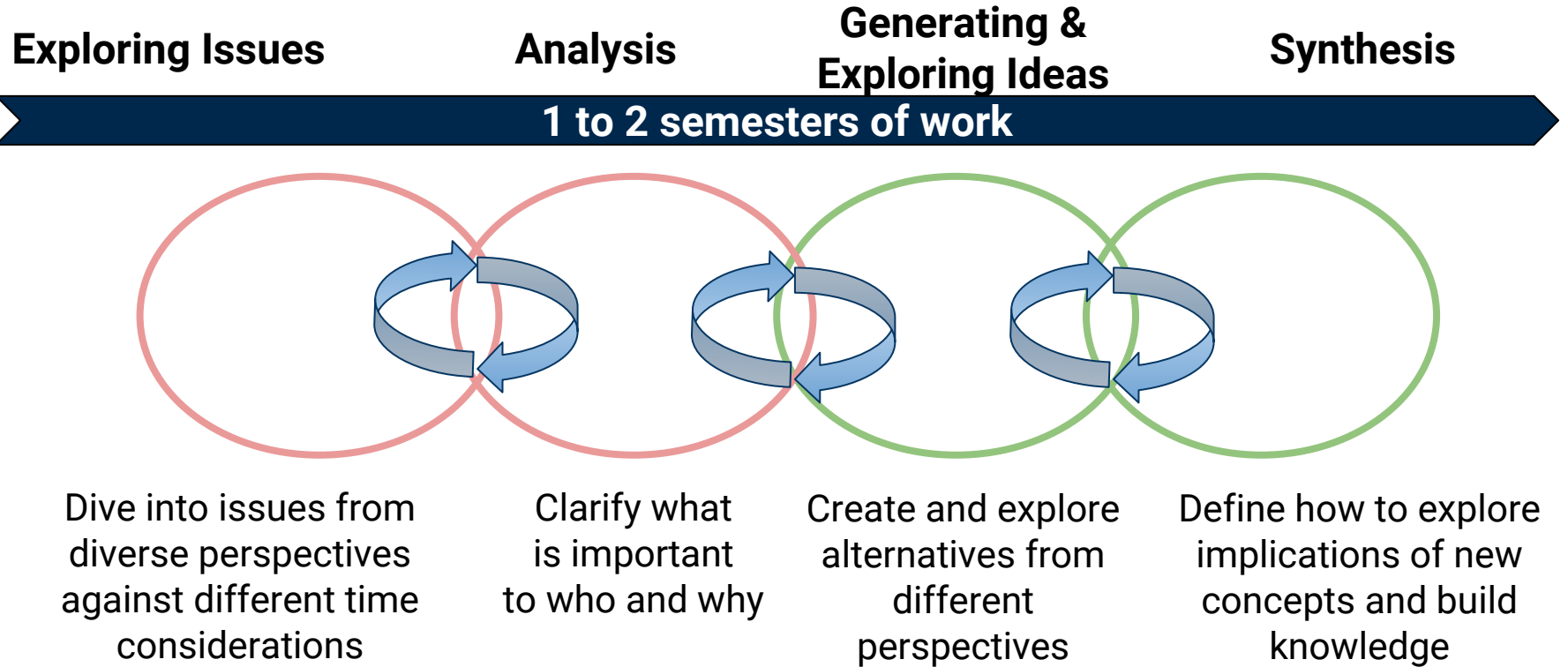


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# Service Design Process



# Design Methodology & Approach



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# User Experience and Engagement

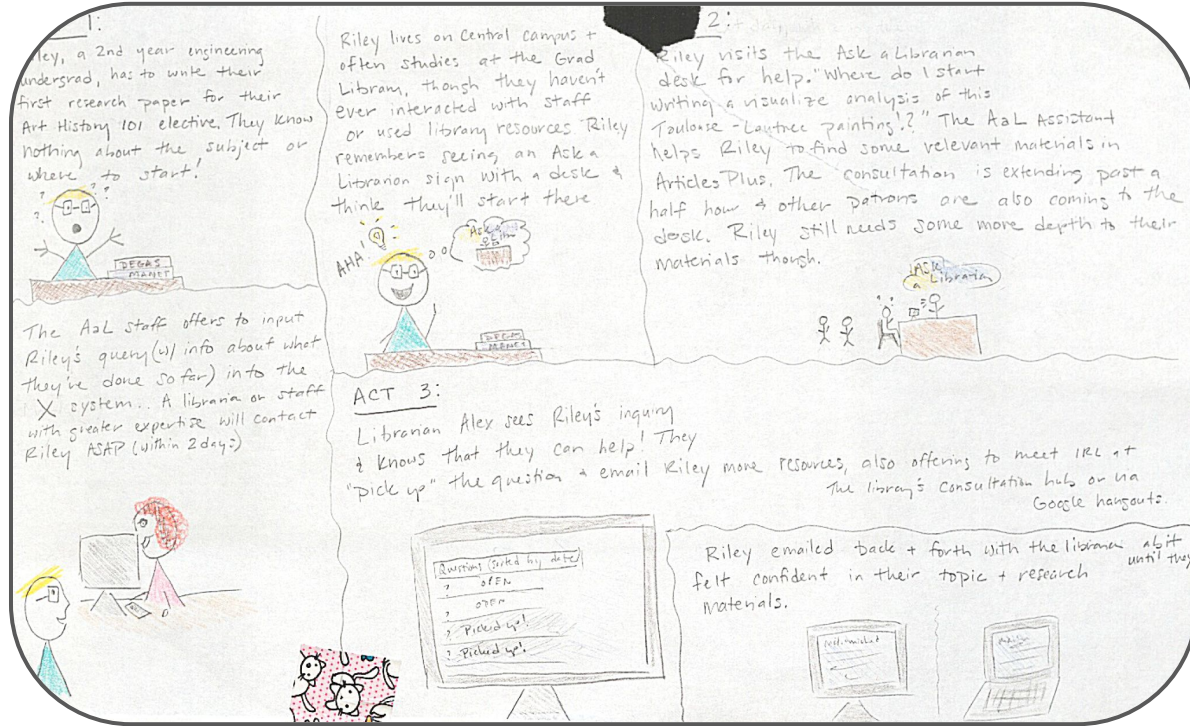
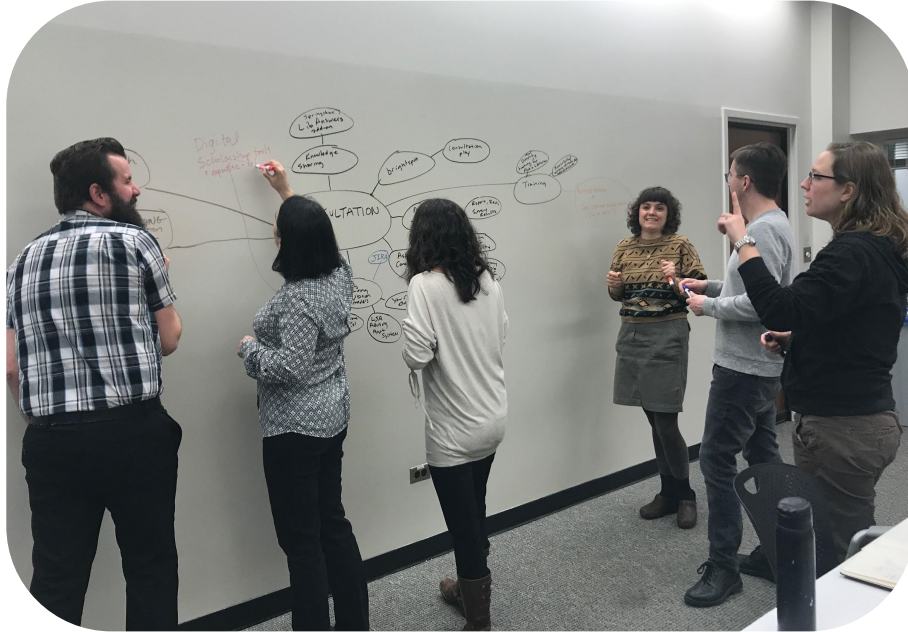


Image: Examples of user story from service design team work.



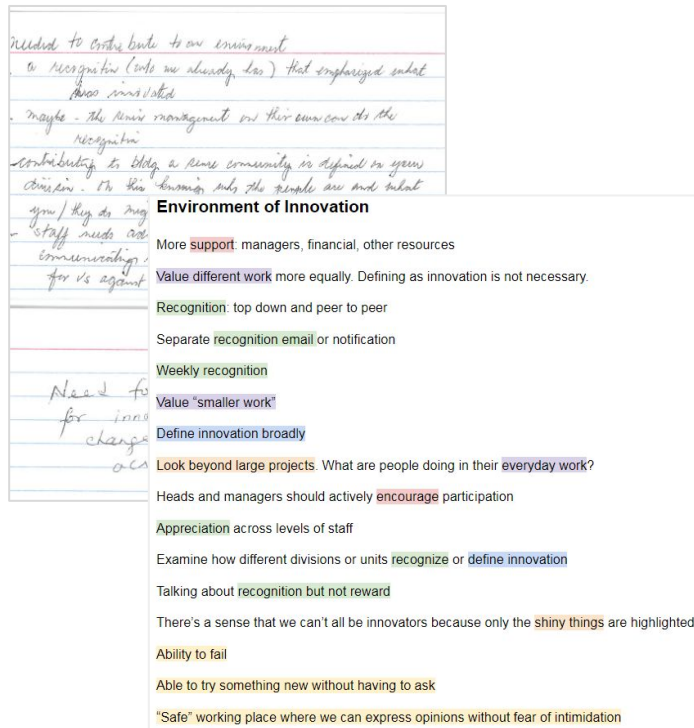
# Service Design Teams



# Deep Dives: Staff Innovation

## Manager and Staff Engagement

- What does “innovation” mean to our organization?
- What could a culture of innovation look like at U-M library?
- How does this impact the ways in which we invest in our staff and managers?



Images: Examples of feedback and coding from staff workshops



# Pilots and Prototypes: Consultation

- Take portions of the service blueprint and test in physical settings.
  - Furniture configuration
  - Technology
  - Pedagogical context

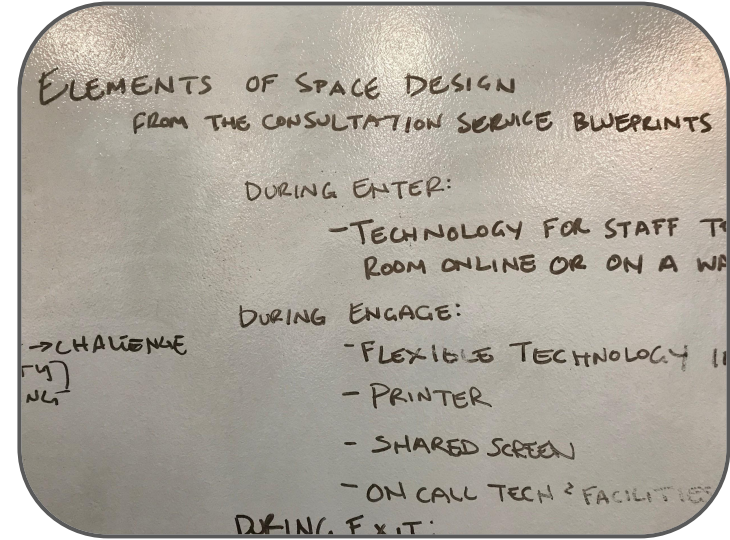
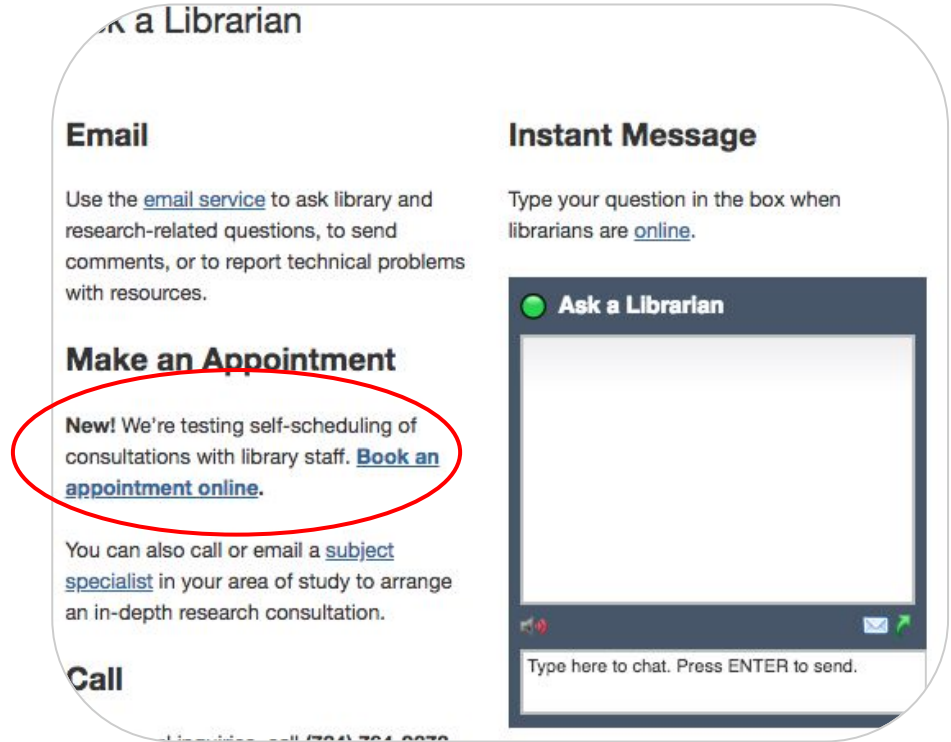


Image: Photo of notes from initial workshop to design space prototypes.

# Pilots and Prototypes: Consultation

- Develop the triage and tracking portion of consultation
- Pilot with subject teams
- Explore new technologies



# Stakeholder Engagement: Library Lifecycle

- Existing library research
- Campus reports (enrollments)
- Library traffic
- Peer studies

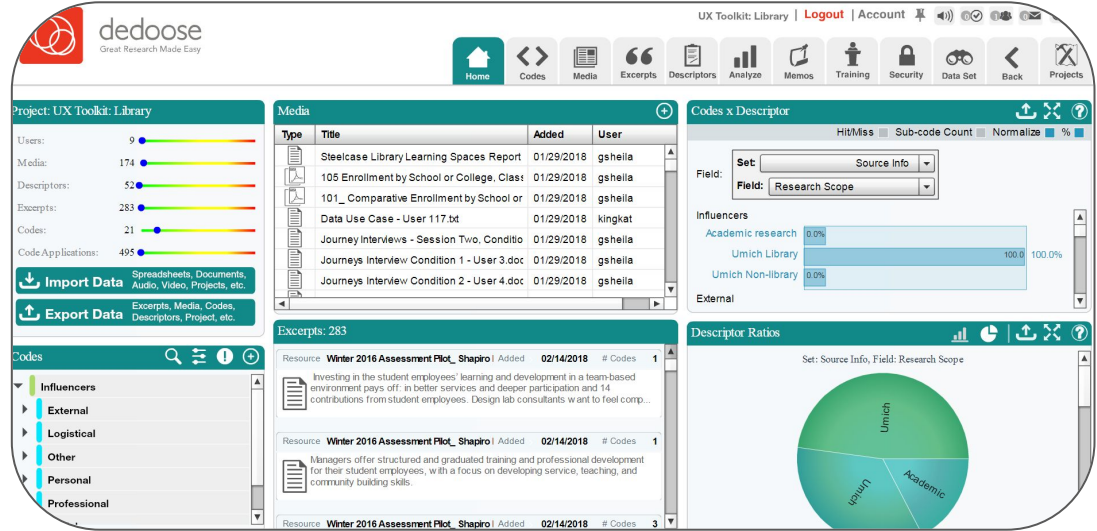


Image: Data from existing research coded in Dedoose.

# Stakeholder Engagement: Library Lifecycle

- 30 structured interviews
- Introduced based on personal identities
- Coded against existing research



Image: Identify wheel used to begin interviews with campus users.

# Findings

# Team Experiences

CHALLENGES	OPPORTUNITIES	TAKEAWAYS
<ul style="list-style-type: none"><li>• Time commitment and schedules</li></ul>	<ul style="list-style-type: none"><li>• Dedication to process and outcome</li></ul>	<ul style="list-style-type: none"><li>• Workload management</li></ul>
<ul style="list-style-type: none"><li>• Disconnect to leadership</li></ul>	<ul style="list-style-type: none"><li>• Visible application of principles and methods</li></ul>	<ul style="list-style-type: none"><li>• More visible commitment by leadership</li></ul>
<ul style="list-style-type: none"><li>• Trust and communication</li></ul>	<ul style="list-style-type: none"><li>• Shared team experience</li></ul>	<ul style="list-style-type: none"><li>• Diffusion up/down/across</li></ul>

# Process Itself



# Value & Practical Implications



# Value to Organization

## Service and Space Principles

**Enhance the Platform for Discovery** through foundational changes to physical and digital space usability, access, and navigation.

**Accelerate Partnerships in Scholarship** by engaging with library users and working with them throughout the service experience.

**Deliver as One Library** with a shared service philosophy and improved library staff workspace.

# Our Process and Next Steps

## PROJECT PHASES

**SERVICE  
EXPERIENCE**

**RESEARCH &  
SYNTHESIS**

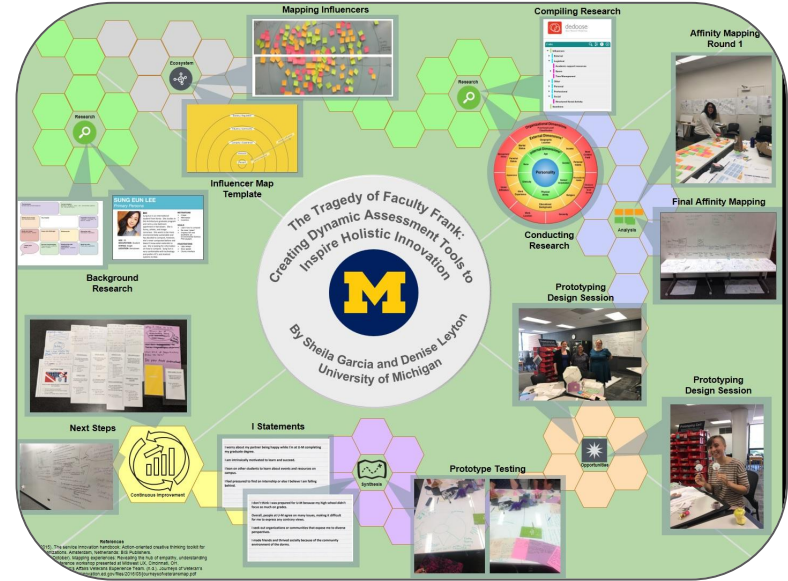
**IDEATION &  
PRIORITIZATION**

**PROTOTYPE  
& PILOT**

**DECIDE  
IMPLEMENT  
RE-ASSESS**

# Thank you!

[libservedesign@umich.edu](mailto:libservedesign@umich.edu)



Check out the Library Lifecycle poster this afternoon!

# Resources Referenced



<http://bit.ly/sdtfassess18>



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# Service Blueprint (brightspot strategy)

**Future Service Blueprint** Service: \_\_\_\_\_

user actions				
channels <i>What does the user see or interact with?</i>				
front-of-house actions <i>What are staff doing to respond to user actions?</i>				
back-of-house actions <i>What are staff doing behind the scenes to support user actions?</i>				
tools + systems <i>What tools or systems are needed to enable user actions?</i>				

*line of visibility*

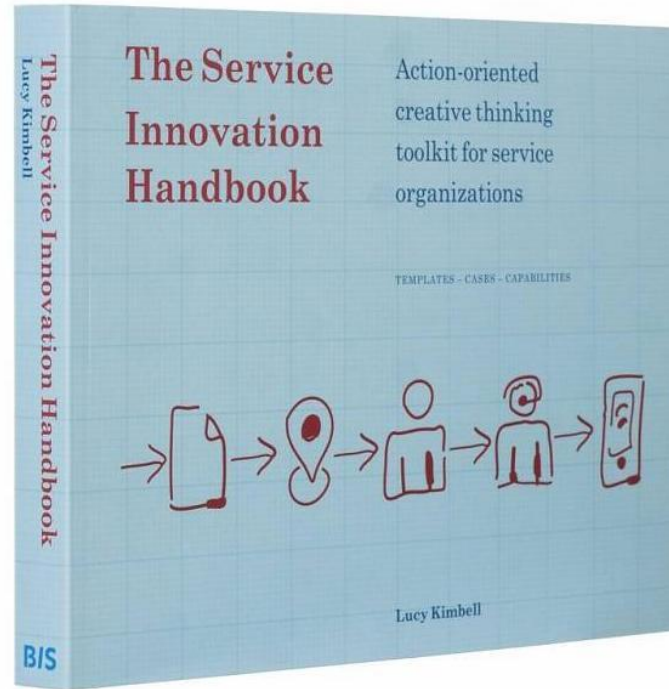
TIME →

# Personality Trait Wheel

Adapted From: Gardenswartz, L., & Rowe, A. (2008). *Diverse teams at work: Capitalizing on the power of diversity*. Alexandria, Va: Society for Human Resource Management.



# Service Innovation Handbook



Lucy Kimbell, 2014, <https://serviceinnovationhandbook.org/>